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MEMORANDUM FOR THE DCI

SUBJECT: The NIO/IC Staff Relationship

In a separate memo I have proposed the establishment of two resource oriented NIO's in George Carver's office: an NIO for Signals Intelligence and an NIO for Photographic Intelligence. In this paper (of which I have made no other copies) I would like to offer some thoughts I have concerning the relationship of the Office of the NIO's, expanded in this manner, and the IC Staff.

Let me suppose that after a period of time the Office of the NIO's would include at least four resource oriented officers to cover the areas of SIGINT, PHOTINT, Clandestine Collection, and Tactical Intelligence, and that the function of these officers would be to work with the collection system managers and provide them on your behalf with the opinions of the analysts and the consumers of intelligence concerning requirements and priorities. This would no doubt raise the question whether there remains a significant function for the IC Staff to perform beyond that of its programming and comptroller activities. This thought will be in the minds of others too and will probably lead to considerable bureaucratic resistance.

I would expect, for example, that the IC Staff Director would urge that the NIO's for resource affairs be located within the IC Staff. I would urge you to resist that suggestion for two reasons.

First, it would be the function of these resource oriented NIO's to catalyze and collate the opinion of the producers and consumers of intelligence about certain resources. As such, they would be performing a function vis-a-vis the production offices which is consistent with that of the substantive NIO's. Therefore, it would be appropriate, I believe, to consolidate in George Carver's office all the functions concerned with developing the opinions of the production and consumer elements of the community.

Second, I think it likely that you will find it useful for political reasons to continue to fill the position of the IC Staff Director with a military person, and it would be worth considering the kind of individual that you are likely to get in future incumbents. One of the factors that

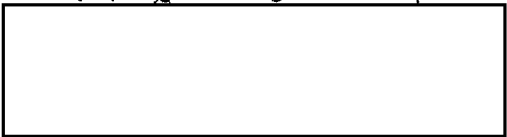
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I believe will be influential in this regard will be a declining prestige of the position in the wake of a growing position of influence by the ASD(I) and his staff. Dr. Hall has developed an exceedingly competent staff and has put himself in a position of considerable authority and leverage over the DOD portion of the intelligence resources. This cannot help but detract from the authority and influence of the IC Staff. This fact, I think, will be perceived by future candidates for that position and it will become increasingly difficult to attract high caliber officers. Second, although nominees for filling the IC Staff Director position will no doubt be approved by you, they will be selected in the Pentagon, and the ASD(I) will surely have considerable influence over the selection. In such a situation, it will take a very strong willed and principled person to resist the temptation to keep one ear, perhaps his best one, cocked in the direction of the ASD(I).

As you look downstream, therefore, I recommend that you consider strengthening the office of the NIO's to include as many resource oriented officers as may become necessary to cover important resource issues, and that you simultaneously reduce the responsibility of the IC Staff until it retains only the community programming and comptroller function.


Donald H. Steininger

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